

DD/A Registry

File Meetings

OC-M-76-037  
20 January 1976

MEMORANDUM FOR: Executive Officer to the DDA  
SUBJECT : Agenda Items for Office Heads'  
Conference  
REFERENCE : DD/A 76-0140, dtd 13 Jan 1976

Following are two recommended topics for  
inclusion on the agenda for the Office Heads'  
Conference:

a. Discuss the impact of [REDACTED]  
role reversal on OC and other DDA offices.

STATINTL

b. Impact of terrorism, cover,  
exposure, inflation, etc. on overseas  
personnel assignments.

STATINTL

[REDACTED]  
Director of Communications

26 JAN 1976

MEMORANDUM FOR: Executive Officer to the DDA

SUBJECT : Items for Inclusion in the Office Heads Conference  
April 1976

REFERENCE : Memo to D/Finance fm DDA dtd. 13 Jan. 1976,  
Subj: Office Heads' Foreign TDY Travel and  
Office Heads' Conference (DD/A 76-0140)

1. As mentioned in the Finance MBO session, I urge that a discussion of the MBO on the development of "positive indicators" for evaluation of program functions be included in the Agenda. Specifically, I suggest each Office Head be prepared for a few minutes presentation of his progress on the objective and problems encountered.

2. A presentation and discussion of the Planning Conference held the week of 26 - 30 January with particular emphasis on how the Office Heads may play a role either individually or jointly as a follow-on to the Conference.

3. A discussion led by the DDA/CMO on how the DDA Personnel Panel is working, its goals, participation by Offices and what additional efforts the Office Heads may make to achieve the goals.

4. An overview led by the Assistant for Resources on how he sees the future of coordinating and interfacing the several automated systems now developing in the DDA.



Thomas B. Yale  
Director of Finance

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CL BY: 006567

CONFIDENTIAL

OJCS 176-76  
26 January 1976

MEMORANDUM FOR: Executive Officer, DDA

SUBJECT : Agenda Items for Office Heads' Conference


REFERENCE : Memo fm DDA dtd 13 Jan 76, same subject  
(DD/A 76-0140)

OJCS submits the following items for discussion at the DDA Office Heads' Conference in April 1976:

1. Public Relations
  - a. Family Day with an expanded program to include presentations or exhibits on how various Agency components do their job, e.g., how an Intelligence Analyst writes a report.
  - b. Public Forums
  - c. CIA sponsorship of programs like:
    - (1) National Security Seminar
    - (2) Naval War College "Global Strategy"
    - (3) Brookings Institution
  - d. CIA inviting outside attendance in CIA courses like the Senior Seminar
2. Interdirectorate Exchange of Personnel
  - a. Is it working?
  - b. Should we do more to foster it?
  - c. Should we forget it?
3. New Legislation for Intelligence Community (assuming it has been enacted)
  - a. What does it mean for the Agency?
  - b. What does it mean for the Directorate?

- c. What is the new organization (if any)?
- d. What are the new goals?
- 4. Records Management
  - a. What has been the effect of FOIA, the Privacy Act, and the investigations on the way we handle records?
  - b. Should we develop an "aggressive" program of records management (including computer records) Agency-wide?
- 5. Management Development Center
  - a. What is its future in the Directorate (OMS and OJCS currently involved)?
- 6. State of the Office by Each Office Head
  - a. Goals
  - b. Problems or frustrations
  - c. Solutions (proposed)
- 7. Allow time for each Office Head to address a problem of general Directorate concern.
- 8. CIA Disaster Plan
  - a. What functions and services is CIA expected to provide in the event of a limited or total disaster?
  - b. The DCI is a member of NSC. How do we support him in the event of a disaster?
  - c. Do we have a Disaster Plan or have we decided not to have a plan?

STATINTL

  
HARRY L. FITZWATER  
Director of Joint Computer Support

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2 - O/P/OJCS

Possible Agenda Items For  
DD/A Management Conference

1. Realistic Delivery Dates. Closer coordination between DD/A "customers" and OL is required in an effort to establish more realistic delivery dates on equipment procurements, particularly those equipments which require special facilities. Examples of problems to date include:

- STATINTL a. The [REDACTED] space for OJCS where the facility was ready in January 1975, against a November 1974 target, with the equipment delivery date still in the indeterminate future,
- STATINTL b. The [REDACTED] space which was ready on schedule, January 1976, with equipment delivery now scheduled for May 1976, and
- c. The RAPID space in Key Building which has been ready for at least 6 months with equipment delivery up to 2 years away.

STATINTL Requiring facilities in a priority time frame requires significant expenditures of both funds and managerial time. Additionally, as is the case with [REDACTED], if the equipment does not arrive on schedule, there is significant risk involved in losing the space to encroachment for other purposes. Much of the problem probably stems from optimistic scheduling by contractors with an insufficiently realistic analysis by customer project officers. A seminar-type discussion at the office level between OC, OJCS, and OL might be helpful.

2. Contract Dealings With Software Integration Problems. Correlated to the above, numerous problems are being encountered with regard to contractual dealings with software integration problems (e.g., [REDACTED]). STATINTL Apparently, the form of contract utilized has little bearing on the delivery of the required materiel. Software integration problems seem to be identified with the designs of the equipments that we routinely procure. In some cases, the specifications issued in the initial RFP or the resultant contract are less than precise, ambiguous, or lack specific information. Of course, these situations, if discovered late in the course of contractor performance, cause serious consequences. Another problem source might be that, as a result of over zealous technical personnel who seek to obtain overly sophisticated systems, the specifications drawn sometimes border on the impossible. A solution to problems of this nature might be found in education, careful monitoring and control of the drafting of the original specifications, or a staff third party function to be undertaken in the contracting for systems wherein marked customized software requirements are paramount.

3. Space. The DD/A might wish to brief the office heads regarding scheduled major space moves and the general space relocation program as described in the current Directorate-level objective on this subject.

4. Handicap Program. As far as we know, OL is the only major component in the Agency that has made a special effort for the handicapped and has appointed an officer to serve as coordinator for the program. Although the program has been in existence for only a few months, it has already resulted in the placement of two handicapped persons who are currently being processed by OL. It is doubtful that they would have been given this opportunity had the program not been in effect. If the DD/A wishes to brief the office heads regarding progress, or the lack thereof, in the program, OL's accomplishment can be used as a fine example of what can be done in a short period of time.

5. Followup Interviews. The OL/Personnel and Training Staff has recently conducted over 20 followup interviews with new employees. In view of the unfavorable publicity which the Agency has received during the past year, it might be interesting to note the results of those sessions. Without exception, the employees interviewed were very happy in their specific assignments in OL and their jobs with the Agency. STATINTL



STATINTL

7. ADP Staff. The DD/A, after negotiations between OJCS & OL, has recently approved the establishment of a small ADP staff in the Office of Logistics. This staff (six persons initially) will be dedicated to the analysis, design, programming, and implementation of OL automated systems. We believe that this will be of great benefit to both OL and OJCS--to OJCS by taking some of the workload off that office, and to OL by not having to be in competition with other Agency components for the scarce OJCS resources in the development of OL systems and applications. The staff will be manned by OJCS careerists on a rotational basis.

We believe, also, that OJCS will further benefit in its career development program by being able to send certain of its employees for a 2 to 3 year indepth familiarization with OL functions, procedures, problems, and systems.

8. Electronic Text Editing and Composing System (ETECS). The ETECS is a computer-based collection of equipment which creates an electronic data base through the capture of original key strokes. This data base allows the automation of the subsequent text editing and typographic composition involved in the production of Agency publications. Initially the system will serve the production elements of OSI, CRS, and OER. Each component will have one stand-alone remote editing and composing terminal and one printer to obtain proofs. The output of the ETECS will be a magnetic tape which will drive a phototypesetter. Many additional components have already expressed a strong interest in getting on the system and, assuming success, they will be encouraged. Experience by the contractor with other installations indicates that up to 12 remote sites can be supported by the existing central processor. Beyond this an additional processor would be required. The total amount obligated to date on the [REDACTED] contract is \$321,290. STATINTL

9. Training. If the DD/A elects to include the general subject of training in the agenda, OL would be a good example of continued and gradually increasing emphasis on both internal and external training. For example, OL cost figures (approximate) for external training have increased from \$25,000 in FY 1974 to \$35,000 in FY 1975 to \$48,000 in FY 1976. OL recently programmed an additional \$16,000 for external training which brings the FY 1976 total up to \$64,000.

10. EEO. Although OL is dedicated to the DCI's EEO program and objectives, there seems to be a growing concern expressed by some of our personnel about the gray areas <sup>CONCERNING</sup> ~~which lie as~~ management's responsibilities and those of the EEO advisory panel. While the EEO panel has not yet reached the rogue elephant stage, some feel that it might, and serious differences might arise unless responsibilities are more clearly defined and controlled. Closer cooperation and coordination between the operating components and the panel may be required.

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Approved For Release 2001/07/16 : CIA-RDP79-00498A000300010002-5

26 January 1976


MEMORANDUM FOR: Acting Director of Personnel

SUBJECT : Possible Topics for Consideration at the DDA  
Office Head Conference in April 1976

Ben:

Per your request, attached herewith are three  
contributions from Plans and Control for consideration as OP input  
for the DDA Conference this spring.

STATINTL



Deputy Director of Personnel  
for Plans and Control

Att.

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**ADMINISTRATIVE - INTERNAL USE ONLY**



SUGGESTED OFFICE OF PERSONNEL TOPICS  
FOR THE DDA CONFERENCE IN APRIL 1976

I. Presidential emphasis on reduction of the upward trend of Federal salary costs through a focus on cost effectiveness in personnel management.

A. Background

In February 1975 both the Director, OMB and the Chairman, U.S. Civil Service Commission advised the Heads of all Federal Departments and Agencies of President Ford's concern over rising personnel costs. All Heads of Agencies were called upon to make an immediate commitment to actions that will assure greater cost effectiveness in personnel management. All agencies (including CIA) were asked to confirm their recognition of this new emphasis, institute initiatives, and report actions taken in FY 1975 and those projected during FY 1976. Mr. Robert Hampton, Chairman of the U.S. Civil Service Commission, was assigned the leadership role by President Ford in the personnel management cost reduction campaign and charged with reporting to him periodically on Government-wide progress.

B. Current Situation

In November 1975 Mr. Hampton submitted a formal Report to the President entitled "Cost Reduction Initiatives in Personnel Management" wherein he outlined the cost reduction focus on six key areas of personnel management:

(1) Cost Reduction Objectives Setting and Review.

A major focus of CSC evaluations of personnel management policies and practices at Federal installations will be the critical assessment of cost effective personnel management. It is clear that the agencies are also making cost reduction an integral part of the management process through the use of internal personnel management evaluation systems as well as management by objectives and management information systems.

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(2) Work Methods, Practices and Productivity Enhancement.

One of the most fruitful areas to initiate cost savings measures is in the methods and practices used to carry out the Government's work. The Commission's Clearinghouse on Productivity and Organizational Effectiveness will continue to provide leadership in this area and will become the focal point and government-wide source for new and innovative as well as established cost reduction methods as the campaign moves into high gear. Agencies have already taken a number of actions to simplify work, eliminate duplication and unnecessary procedures, improve methodology and to incorporate innovative or improved technology and the ideas of management, employees and unions into the overall effort of producing more quality work for fewer personnel dollars.

(3) Position Management and Classification.

Employee salaries make up the largest portion of direct government personnel costs, and it is in the areas of position management and classification which directly affect salaries that the CSC and agencies have found significant cost reduction opportunities. The Commission, through its personnel management evaluation system, and the agencies, through their internal evaluation systems, management reviews, and increased attention by management and personnel staff, are working to insure the efficient and economical organization of work and structuring of positions as well as the accurate classification of positions at grades justified by the duties and responsibilities performed.

(4) Work Force Planning and Staffing.

The Commission has taken a number of steps to improve the examining and staffing policies and practices which will result in cost savings and still assure quality intake into the Federal Service. Many agencies have reported cost savings from comprehensive review of staffing requirements to assure that numbers, types and grade levels of positions are absolutely necessary and that positions are structured in the most economical and efficient manner and are recruited for at the lowest grade possible without sacrificing quality.

(5) Employee Development.

The Commission, as the leader in employee development and training methodology and as the government-wide source of training information, is taking a hard look along with the agencies at the cost-benefits of training and at more cost-effective delivery of training, an area in which savings are already reported. Of equal importance,

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the agencies through in-house and CSC sources are devoting more attention to training managers and supervisors on their responsibility for effective management by increasing training in MBO, cost effective management, work planning and use of productivity measures.

(6) Incentive Systems.

The Commission and many agencies are taking action to increase managerial and employee awareness of incentive systems and the potential they have for encouraging and recognizing employee contributions to cost effectiveness not only in personnel management but also in much broader areas of government operations.

Coincident with the actions taken by Mr. Hampton, the Comptroller General of the United States recently completed a review of position management and classification practices in several Federal agencies and on 4 December 1975 submitted a formal Report to the Congress entitled "Classification Of Federal White-Collar Jobs Should Be Better Controlled." The summation of their Report is that

"Weak controls and pressures exerted on job classifications have resulted in overgraded Federal positions. How many is unknown. Overgraded positions increase costs and adversely affect employee morale and productivity.

Top Federal management must make a commitment to improve job classifications and to organize the work of Federal departments and agencies economically. This attitude must permeate all Government echelons."

C. Future Prospects

It is abundantly evident that the Administration is focusing its Federal cost reduction program emphasis on improving the cost effectiveness of personnel management and will be looking for positive actions on the part of all agencies to institute better controls as regards its hiring practices, advance work-force planning, position management and classification, average grade, employee development, and internal personnel management evaluation programs. External personnel management evaluation is a very real possibility in the near future and must be anticipated by CIA.

II. Possibility of future inspection of the Agency by the General Accounting Office.

In spite of some opinion to the contrary, it is highly possible that Congressional oversight recommendations will include restoration of periodic external audit of the Agency by the General Accounting Office. In anticipation of this possibility (as well as sound

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managerial practice), the Agency's administrative programs, practices and policies should be reviewed to confirm the authority (statute, Executive Order, etc.) and rationale for adoption or modified adoption of policies and practices of other Federal agencies.

III. Conversions of clerical and technical personnel to professional status.

As noted in the Director's memorandum of 5 January 1976 reporting his review of the FY 76 APP, the number of conversions of clerical and technical personnel to professional status remains relatively high in comparison with the total professional input programmed. This is an area of concern to the Director and to the management of the Agency. Every effort must be made to insure the change of status is for the benefit of the Agency as well as the individual and that the employee concerned has the potential for advancement at least several grades beyond the professional entry grade. It is appropriate to require the same level of professional competence and potential of the in-house conversion as is required of the professional employee being hired from outside the Agency. As personnel ceilings decline, the selection processes are of even greater importance; we no longer will have the luxury of bypassing or creating nonessential positions for individuals unable to carry the full work load. We can only protect against such situations by insuring the individuals being converted to professional status are qualified in all regards.

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26 JAN 1976

MEMORANDUM FOR: Executive Officer to the DD/A


SUBJECT : Proposed Agenda Items for DD/A Conference

REFERENCE : Memorandum from DD/A, dated 13 January 1976,  
Subject: Office Heads' Foreign TDY Travel  
and Office Heads' Conference (DD/A 76-0140)

In accordance with the request outlined in paragraph 5 of reference, the following items are offered for inclusion on the agenda of the planned Office Heads' conference:

- a. The DD/A level objective assigned to all Offices to "devise by 30 June 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged."
- b. The effectiveness of the five new "descriptors" used for the competitive evaluation of personnel.
- c. A presentation on the new Security Access Control System (SACS).
- d. The value of Letters of Instruction for and the competitive ranking of clerical employees.
- e. Problems associated with filling clerical vacancies and interdirectorate clerical transfers.

STATINTL

  
Robert W. Gambino  
Director of Security

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24 January 1976

NOTE FOR: Mr. Blake

VIA : Mr. McMahon

SUBJECT : DDA Conference Agenda Items

STATINTL

At no extra cost, [REDACTED] spoke to me about items he would like included at the DDA Conference. They are:

1. "M" Careerists--where and how to use. Emphasis on the one directorate concept.
2. Hiring, assignment, and placing of minorities.
3. Clerical management.

I passed on to Parker that certain personnel items were already included on a tentative agenda, but I would send these through as possible choices.

[REDACTED]  
Executive Officer, DDA

STATINTL

Distribution:

- Orig - Adse (DDA Subj file)
- 1 - RFZ Chrono
- 1 - RFZ DDA Conference file

EO-DDA [REDACTED]:nh (24 Jan 76)

STATINTL

STATINTL

13 January 1976

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Joint Computer Support  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Special Support Assistant, DDA

SUBJECT : Office Heads' Foreign TDY Travel and  
Office Heads' Conference

1. An important development on foreign TDY travel has occurred since we recently solicited travel plans from Office Heads.

2. We are in receipt of OMB Bulletin No. 76-9, dated 4 December 1975, to the Heads of Executive Departments and Establishments on the subject of "Control of official travel." The purpose of the Bulletin is "to reduce and minimize travel costs paid by the U.S. Government." A separate memorandum is being issued to appropriate Agency components on this Bulletin.

3. The first purpose of this memorandum is to establish Directorate responsiveness to it as it pertains to the foreign travel of Office Heads. We have reviewed carefully the submitted travel plans and, based on criteria which separates essential as opposed to desirable travel and, further, to give as broad coverage as is necessary on a world-wide basis, have determined that the following travel for Calendar Year 1976 will be approved:

a. All planned medical conferences are approved.

b. Travel by the two senior officers of the Office of Security to three geographical areas is approved.

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c. Travel by the two senior officers of the Office of Communications to two different areas is approved.

d. Travel by the two senior officers of the Office of Finance to two different areas is approved.

e. Travel to Europe and the Near East by the Director of Logistics is approved.

f. Travel by the Special Support Assistant, DDA and the Director of Personnel to the Far East area is approved.

Because other desirable travel has been curtailed, we propose to task each traveler with certain matters to pursue beyond the normal purview of his responsibilities. In order to insure the most broad coverage of the Far East, I am asking Mr. [REDACTED] to consult with Mr. Gambino to insure that there is only the minimum of visitation to the same Stations by Mr. Gambino and Messrs. [REDACTED] and Janney. We have also decided to cancel the planned Support Conference in the Far East which would have involved the travel of 20 people. At the moment neither Mr. McMahon nor myself are planning any foreign travel during the year, although this decision is subject to continuing review.

4. We have also decided to hold an Office Heads' Conference at the [REDACTED] preferably in late March or early April 1970. It is highly desirable that Office Directors attend these conferences and because of that I am asking the following for all approved travel as listed above that is planned for this spring. Each approved traveler is asked to report to Mr. [REDACTED] by Monday, 19 January, the time block within which he will be traveling in the spring. Based on an analysis of this information, we will endeavor to establish a weekend when all Office Heads will be in Washington.

5. Preliminary planning for an agenda will be undertaken by the senior staff of my Office. I ask that each Office Head submit in writing to Mr. [REDACTED] by Monday, 26 January, items they would like to see included on the agenda.

6. I regret the necessity for not being able to approve all requested travel as submitted. You will see, however, by virtue of the other memorandum being submitted separately on the aforementioned OMB Bulletin that the Agency will be held responsible for the implementation of the policy guidance given by OMB.

/s/ John F. Blake

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John F. Blake  
Deputy Director  
for  
Administration



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☐ SECRET

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OTR Registry

76-0062

FROM:

Director of Training  
1026 Chamber of Commerce

EXTENSION

3245

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EO/DDA  
7D18 Headquarters

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26 Jun 76  
These are not  
listed in any  
order of priority  
from OTR  
view point - I  
consider 3, 4 & 5  
as the more  
interesting  
subjects. Ad

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26 JAN 1976

MEMORANDUM FOR: Executive Officer, DDA

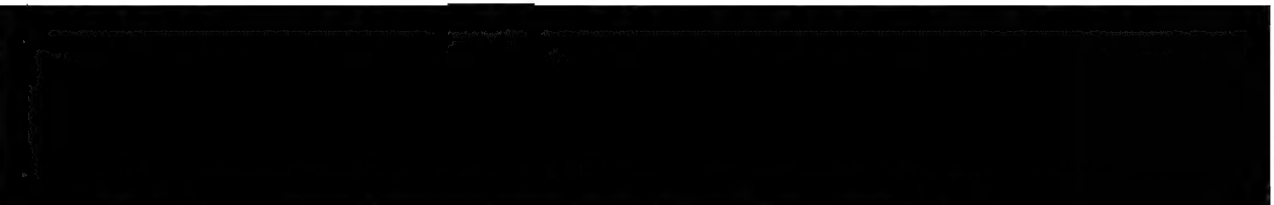
SUBJECT : Proposed Agenda Items for DDA Office  
Head's Conference

The following items were submitted to me by the OTR Unit Chiefs for subject Agenda. I recommend them for your consideration.

1. DDA Reporting Requirements

The impact of extensive reporting requirements (regular and ad hoc) on the basic work of line managers and units. STATINTL

STATINTL

3. The OTR Management Training Program

STATINTL

A presentation by Messrs. [redacted] of the Program.

4. Information Science Training and Its Implications for and Impact on the Intelligence Community

Presentation on the program, including model demonstrations and use of a remote terminal.

5. Review of the Effectiveness of the Management by Objectives System

Discussion of MBO within the DDA and its consistency among DDA components.

STATINTL

[redacted]  
Alfonso Rodriguez /  
Director of Training